

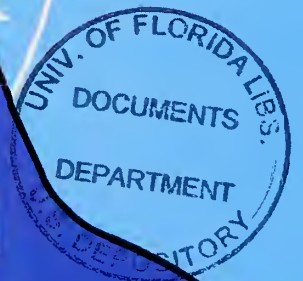
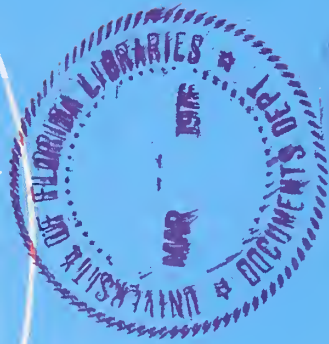
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U.S. ARMY RECRUITING and CAREER COUNSELING

# journal

DECEMBER 1975

Happy Holidays!



# Army Chief of Staff visits USAREC




*Counter-clockwise from left: General Fred C. Weyand, Army chief of staff, signs the USAREC guest register; MG Forrester introduces General Weyand to Capt. Frank C. Clark, CO at Glenview, Ill., Naval Air Station where the chief of staff's plane landed; Visit completed, General Weyand and MG Forrester head for their waiting helicopter.*

"The greatest achievement of the Recruiting Command to date is the way you've forged on and succeeded with the weekly objective," said General Fred C. Weyand, Army Chief of Staff, during his visit to HQ USAREC on November 12.

While at Ft. Sheridan he was briefed by members of the headquarters staff on several aspects of the recruiting operation. Leading off with an overview of the structure of the Command was MG Forrester. Other subjects discussed included the weekly accession system, one-Army recruiting, USAREC's personnel situation, the advertising program, centralized management of ASVAB testing and AFEES reorganization, and the recruiting market today. Closing comments were offered by COL Cannon, USAREC Chief of Staff, on the subject of USAREC in the future.

After the briefing General Weyand spoke with General Forrester and the staff, promising to give USAREC all the support he could. However, General Weyand indicated that the future outlook is tough, referring to possible manpower and budgetary cuts by the Congress.

In closing he strongly emphasized the positive impact that the individual recruiter can have on the character and quality of the volunteer Army. 







# Views and Reviews




*MG Eugene P. Forrester and  
Sergeant Michael A. McKay, Lansing DRC*

It's hard to believe that half a year has passed since I joined the Recruiting Command. There was a bit of rough sailing at the beginning what with the many changes in recruiting policy and strategy before you and I could even get acquainted! But, as always, the Recruiting Command proved just how good it is by bounding right back and making objective. I am very lucky to be working with such a fine group of dedicated people. I'm anticipating a smooth ride for the rest of the fiscal year.

If you haven't heard already, there is going to be still another change in recruiting operations, but this is one I really think you are going to like. We are switching to a system of combined objectives. From January 6 on, I am the only one who has to worry about meeting DA's NPSM, NPSF and PS objectives by category. You on the other hand can put as many males, females and prior service enlistees into the Army as the Request System or year group management, in the case of prior service, will allow. It's my hope that this will make your already overwhelming job a little easier. Consider it a Christmas present of sorts.

Another holiday season is upon us. December's objective is a little lower than usual so, hopefully, you will have gotten the bulk of your work done in the first half of the month. Then, you can have a little extra time to spend with your friends and family who have supported you throughout the year. This is a very special time of the year. Let them know how much you appreciate the help they give you.

HAVE A VERY JOYFUL HOLIDAY SEASON!



EUGENE P. FORRESTER  
Major General, USA  
Commanding



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## PHOTO CREDITS

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## COVERS

We've taken some liberties with the recruiting patch to help put you in the spirit of the season. From HQ USAREC to all those who wear the patch (as well as to our readers who don't), have a very joyous and relaxing holiday!

We'd like to send our readers a holiday gift. We thought about a trip to the warm South Seas, but that proved to be unfeasible. So, as second best we're sending a story about the South Seas — and an Army recruiter.



Major General Eugene P. Forrester, USA  
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# Letters

## Image

As an Army recruiter, I am competing with business, industry and the other military services for quality applicants. Therefore, changes must be made in our sales force.

A look at the other services will help make my point. The Air Force has a reputation for being soft and easy with good living conditions. Civilians feel the Air Force offers a wider technical field than the Army. The Navy allows long hair and beards and offers visits to exotic locales every three months. The Marine Corps is smaller than the Army and therefore can take the hard-core approach. They present a sharp, tough appearance and offer rugged training . . . (and) promote pride in their uniform and in the Corps.

As a recruiter, I know that the other services are no better than the Army, or even as good. But I have to compete with the Marines for the John Wayne type, with the Air Force for the not-so-tough guy and with the Navy for the more liberal-minded applicant.

I feel that 10-15 percent of Army recruiters present a deplorable appearance and do a lot of damage to the rest of us. Army recruiters must be well-groomed, in good physical condition and, last but not least, be good professional salesmen with a strong, positive mental attitude. Every Army recruiter must have these attributes if we are to successfully compete. Therefore, I suggest that some type of physical training program be incorporated with the Professional Development training. Also, more emphasis should be placed on the grooming and all recruiters should stay within their weight limits at all times.

SSG Clarence Ellis  
Lansing, Mich.

**You've touched on the image of the Army from two separate viewpoints, but we think that the two can not be separated. Before commenting further, we would like to offer the following letter which was received after yours.**

## Involvement

The enclosed letter from Mr. G. H. Engelsen attests to the outstanding contribution members of your command are making to community affairs.

On behalf of the Deputy Chief of Staff for Personnel, please convey my appreciation to the personnel cited for their civic accomplishments.

MG John F. Forrest  
Dir, Mil Pers Mgmt, HQ DA

(The enclosed letter reads as follows):

I am enclosing some recent publications to inform you of the thoughtful cooperation our Army has provided to this community. An important lesson that our students learned at last spring's biology field trip is that the Army is comprised of real people who care about people. (See *Journal*, August 1975, p. 23) The military staff learned that students appreciate the role of the military and will accept military leadership and training, especially when the reasons for each are known.

I was pleased by the way the military staff and our students interacted both formally and informally. It was this interaction, enthusiasm and instruction that made Mount Si's eighth annual biology field trip the most successful ever. I believe these kinds of military and community relationships should at all times be encouraged. Of course, such relationships can only be developed when high calibre people such as Sgt. Dave Carter and Sgt. Lonnie Dotson are willing to do the extra work necessary to facilitate military involvement in a civilian operation.

G. H. Engelsen  
Snoqualmie, Wash.

**The Army has no "Aerospace" program or exotic ports of call, the Army has people; the basic fighting unit of the Army is the individual soldier, not a fighter plane or submarine. In this regard, we'd like to refer to what General Forrester said to us in the August *Journal*.**

**Paraphrasing what the CG said, it is up to the recruiter to look, act and perform the part of a first class, professional soldier. Recruiters are the people who convey the Army image in every town and community in America. How they conduct themselves has never been more important to the Army than now.**

One slovenly recruiter in, Lansing Mich., for example, can undo more good will and community acceptance than two Seattle DRC recruiters like SFC Carter and SSG Dotson can produce.

It is hard, if not impossible, to separate the personal from the professional image of a recruiter. Little things like haircuts and grooming are noticed by prospects and influencers alike. General Forrester was speaking as a father when he posed the hypothetical question, "Would I want my son or daughter to serve under that man?"

What a recruiter looks like and what he does in his community are both important to success. This issue of the *Journal* is devoted to successful examples of the idea of community involvement. People and things cited are, we feel, only typical of successful recruiters doing their jobs.



# An interview with Secretary of the Army

**Q: Mr. Secretary, where do we stand today on the volunteer concept?**

A: Well, the first two years have been highly successful — beyond the expectations of many I am sure. We have been able to achieve our recruiting goals both years. During the second year we were able to upgrade the quality of the enlistees well above the standards achieved the first year. Our combat capability is up, and our reenlistments of quality soldiers are high. We are continuing to seek high quality men and women who are representative of the American populace as a whole so that no one segment of our society bears a disproportionate burden of the national defense. Everyone involved in the accession system ought to be proud of the job they have done.

**Q: Yet we did miss some of our numerical objectives recently, did we not?**

A: Yes, we did. That has proved to be a temporary situation which no longer exists. We expected it might happen as the result of several steps which we took early in this fiscal year.

**Q: How was that, sir?**

A: Basically, the shortages occurred in August and early September shortly after the two-year enlistment option was terminated with increased emphasis being placed on longer terms of service and high quality. Simultaneously, the recruiting effort was being reoriented during implementation of the new accession management plan we initiated on 1 August. Together these caused a shortfall of 4,288 non-prior service enlistees. That is about one week's objective and would, if it continued, be a matter of great concern.

The results for October and November, however, indicate that we may expect to recoup those shortfalls over the coming months.

**Q: Can you briefly explain the new system to which you referred?**



*Honorable Martin R. Hoffmann*

A: Under this system every person enlisted must be slotted to fill both a training space and a future unit requirement in the field. In other words, each enlistee must have a job waiting when he or she completes advanced training.

Of course this requires a very sophisticated management system projected over rather long periods of time. In order for USAREC to recruit the right man for the right job at the right time, personnel managers throughout the Army will have to develop the ability to project losses and reenlistments, so that we can know which positions in the field will have to be filled by the efforts of our recruiters. No one has said the job will be easy, but this new system has tremendous favorable long-range benefits to the

Army. It is going to take effort from everyone, starting with the individual recruiter in the field, and continuing on up the line.

**Q: From what you have said, it sounds as though we were not always matching enlistees to fill Army requirements during recent years. Is this true?**

A: To an extent, yes. As we entered the volunteer era we had to prove not only to ourselves but to Congress and to the nation that sufficient volunteers could be obtained to man a volunteer force. Our management systems had not developed sufficiently, however, to accommodate the real-time requirements needed by the expanded recruiting force. Consequently, meeting the quantity requirements needed for the "proof" required acceptance of some over-selling of the more attractive skills.

As we entered FY 76, improvements in our management and recruiting techniques continued. The next logical step was to improve our use of available training capacity and, beyond this, to match intake with actual needs. Of course, we would have liked to have been able to do this from the very start of the all-volun-



teer force program — but as the analogy goes, “You have to walk before you can run.”

**Q: Couldn't we have solved the shortfall and end-of-month surge problem by recruiting more women and more prior service people throughout the year?**

A: Several points are relevant to this question. We are proud of the progress we have made in increasing the number of women in the Army and in increasing the number of non-traditional jobs that are open to them. We are constantly looking for ways to assure placement of women in these jobs, but we do not want to recruit anyone for whom there is no meaningful job.

In addition, you must remember that our base to train women is somewhat limited and our success in the past few years has resulted in a disproportionate number of women in the lower grades and very few women NCOs.

As for those with prior service, there are two considerations to keep in mind. One is that the Army is geared to a ratio of one-term compared to long-term soldiers. With our excellent reenlistment rates, we are limited as to the number of those with prior service we can accept. Also, the prior service individual will usually re-enter at the intermediate ranks. We must avoid disproportionate groupings of grades within year groups which could block the promotion ladder for the new enlistees or cause an enlisted reduction-in-force within a certain year group or grade.

**Q: A question that recruiters are bound to be asked, sir — “Are we lowering our quality standards to make objectives?”**

A: The shortest, most precise answer to that is “No.”

Experience has shown us that quality underlies trainability, motivation and discipline. The Army cannot be fully prepared to fulfill its many world-wide missions unless it maintains quality. Untrained, undisciplined and unmotivated individuals are not compatible with this Army and cannot become soldiers in it. They usually drop out along the way, wasting the assets and effort spent recruiting, training and dealing with them.

High quality, readiness and monetary savings are closely linked. The tremendous success of our recruiters has permitted us to maximize this combination by imposing upon ourselves increasingly higher quality standards. That means we have been recruiting the top of the market. We — and particularly the recruiters in the field — are finding that this market of highest quality candidates is smaller than it was before and competition with other services and industry is keener as un-

employment decreases. We will continue to concentrate on recruiting the best people available in the overall market. Of course, a significant change in the recruiting environment, or in assets available to the Recruiting Command could force us to adjust our quality standards.

**Q: Will the new management system affect minority recruiting in any way?**

A: The concept of managing accessions by week rather than by month does not alter the opportunities available for all qualified military availables to enlist in the Army. To do so would be contrary to the Army's recruiting policy. The opportunity to enlist will continue to be available to all with no quotas or restrictions for minority recruiting. But the flexibility of our new system will allow a better match of aspirations with opportunities and assure that minorities — all enlistees — will find their expectations matched by their own experience.

**Q: To wrap it up, Mr. Secretary, where does recruiting stand today?**

A: Notwithstanding the fact that we have a real challenge to meet, I am very optimistic. Our recruiting force is widely scattered and I realize that it takes time for a program of the magnitude of this new accession system to be fully absorbed by everyone. I well understand that many changes have been made in the past two years, causing much turmoil among the recruiting force. This is regrettable, but I hope recruiters will understand that we are all learning as we go along, and that every change is directed toward building an even better Army. With every passing month, we have a better Army in which to serve and we are constantly improving the product recruiters are selling.

This new phase is going to put an added premium on time management, on the use of the Delayed Entry Program and on closer cooperation between recruiters and guidance counselors. But the benefits to the Army of recruiting to fill real vacancies is so great that we have no alternative. We are now able to work on the last major personnel problem of the volunteer Army, getting the right trained person into the right vacancy at the right time.

Recruiters were able to meet the challenge of getting the numbers and the quality during the first two years of the volunteer Army when many said it could not be done. I am confident that within a short period of time we will have the new system operating at optimum efficiency and that we will all be working together to build an even better Army.



# the Compleat Recruiter

Be seen in a favorable light.  
Participate in programs. Even  
though it's secondary  
recruiting, you're still seen as a  
person who is concerned  
about the community and  
the welfare of its young  
people.

—SFC William C. Tordy,  
Kansas City DRC

*The town's problems must be your  
problems. Take pride in the  
community's achievements since  
you are a member of the  
community. Whatever your talents  
or interests, there is a group  
needing your help. The community  
must believe.*

—SFC Billy Jackson,  
Albuquerque DRC PDNCO

**By BARBARA K. FILBERT**  
Western Region A&SP

Successful recruiters throughout Western Region realize they *ARE* the Army and the image they create can influence public opinion. Awareness of civic problems and support for community activities is vital if a recruiter wants to project a favorable image to the community. The benefits of his work in his community are often intangible, as they can't be measured in numbers of enlistments or in columns of praise.

"We wear a lot of hats: recruiter, father, concerned citizen and Army soldier," says one of the top recruiters from the Portland

area. "Some people and groups have formed a bad opinion and image of the Army and its recruiting efforts. If my community activities as a recruiter and a soldier change some viewpoints from bad to favorable, then indirectly there is a benefit that each and every recruiter can afford to cultivate."

Western Region recruiters in rural and metropolitan areas agree "visibility" is the key to success in making themselves strong assets to their community. They see firsthand how community involvement can make them successful recruiters.

"My high school program is the single most important reason I have for being successful as a field re-

cruiter in Utah," says Sergeant First Class Lyle Bennett, who accomplished 170 percent of his objective last year. His enthusiasm in working with high schools has been so outstanding that his station commander established a station goal of increasing the high school program for all his recruiters.

Bennett is an elder in the Mormon Church, the predominant religion in Utah. Although he does not use this association to take advantage of his proximity to the young people he counsels, his presence with school officials and civic leaders proves to be rewarding. They introduce him to potential prospects as "Lyle Bennett" as well as "Sergeant Bennett, the Army recruiter." His constant rapport with school counselors has resulted in a steady stream of referrals, and most of them are recent graduates. In reality, he is a job source and advisor on employment opportunities.

When a student seeks information on enlisting before graduation, Bennett and the school counselor encourage the young person to complete high school and enlist under the Delayed Entry Program (DEP). Counselors throughout his high schools view DEP as a future employment guarantee for their students. Seniors are encouraged to take advantage of this program and are given an opportunity during school time to complete their testing.

Another school-related program proving successful for Bennett is

The Army recruiter is the Army in a small town, Sergeant First Class Billy Jackson says. And as PDNCO at the Albuquerque DRC, he adds that everything a new recruiter does in a new area has a direct affect on recruiting success.

Jackson suggests that before moving to a new area, a recruiter has to begin to get a feel for the community: who is important there, what the people believe, what events affect their lives, and how. As a recruiter soon finds out, each new community he enters is made up of different people with ideas and habits in common.

Conversations with town members, the Chamber of Com-

merce, radio station personnel and information from newspapers will begin to paint the composite picture of the town.

The recruiter must become a part of his town, and more important, the community members must believe he has a stake in their community life. This is possible only if a recruiter is able to feel comfortable and really be himself.

There is no better way to gain the support of townspeople than by participating, Jackson says. "Don't be just a 'joiner,' and spread yourself too thin," he cautions. "This way, you can't be a worthwhile member of any group."



seeking assistance from high school art students in preparing displays for the recruiting station windows.

Staff Sergeant Larry Cathey, station commander of the Richfield, Utah, recruiting station, uses his professional wrestling experience to get his "foot in the door" at high schools. As a former wrestling champion, he is in demand with local coaches, who more than welcome his assistance.

Recently, Cathey began a public speaking program with the schools and civic church groups. And to his surprise, he quickly learned that many of the Army's programs and benefits were unknown to the public. "When I provide good sound information to the influencer markets, I have increased enlistments," he says. "I know if I use all available avenues to tell the Army story, I

can't help but be successful."

According to recruiters in the Phoenix area, they are a front-line Army communications center. They feel it is essential to educate the public on the changes that have taken place in today's Army. This so-called education program changes the Army image and convinces the community that the Army is a good place for young men and women. "A recruiter is on exhibition any time he is in uniform and the good impressions he makes through various community activities makes his job that much easier," comments Sergeant First Class Tom Hunter, the station commander in Tempe, Ariz.

Sergeant First Class Benny Farrow and Staff Sergeant Jimmie Cunningham, Sacramento, Calif., recruiters, conducted a survey of their high schools, and realized there was

a shortage of activities for young people. So they decided to do something about it, and formed an Explorer Post. The A&SP division arranged several exciting events for the youngsters. For the first meeting, they had Don Prudhomme fly up from Southern California to meet the boys personally.

"Actually, our Explorer Post accomplishes two things," says Captain Bert McCollum, Sacramento area commander. "First, it helps bring together excellent prospects — junior and senior high school boys. Secondly, it enables these youngsters to involve themselves in a worthwhile organization."

A future event planned is a demonstration by the Medical Rescue Team, part of the soldier's clinic from Fort Carson, Colorado. These medics are trained to go into inac-

Escorting Miss America is not your run-of-the-mill, ordinary community project. At least, most of the time, it isn't. But, if you're Edd Gross, station commander in Fargo, N.D., things have a way of happening that way.

Things just sort of snowballed for SFC Gross.

It all started in February when Gross, station commander in Sara-

toga Springs, N.Y., was asked by the local Jaycees to assist in the Greater Saratoga Miss America Pageant as an escort for one of the contestants. Being well known in the community, and having 20-20 vision, he accepted.

Miss Tawny Godin, a student at Skidmore College, was his escort assignment. Although she had never entered a beauty contest before,

she took the title of Miss Saratoga and asked Sergeant Gross to be her official escort at the Miss New York State Pageant that was held in July.

When she was crowned Miss New York State in the pageant at Olean, N.Y., Sergeant Gross was there to help in the celebration and all looked forward to the Miss America Pageant.

### A Problem

But one problem developed. Sergeant Gross was slated for a transfer to the Midwestern RRC in August while the Miss America Pageant was in September. How often does an Army sergeant have a chance to participate in such a national event? With that in mind, the transfer was delayed so Gross could accompany Miss New York State to the national pageant.

The rest is history: Miss Tawny Godin was crowned Miss America and Sergeant Gross was there.

It's not likely that anyone enlisted in the Army as a result of what he did, but local, state and national exposure was gained for one member of USAREC.



# the Compleat Recruiter

cessable areas and aid people. The group will demonstrate to the young men, allowing them to participate in certain climbing exercises and rappelling techniques.

As time progresses, the two recruiters will teach classes such as first aid and different camping techniques. "Even though none of these youngsters enlist in the Army, they can provide us with excellent referrals," Cunningham says. "Both of us feel that since we, too, are part of the community, we should work for the community. After all, the majority of people coming into the Army today are those who have heard from their friends what it has to offer. And after they hear the Army story, then they contact a recruiter for more information."

Sergeant First Class Joyce Ewart of Los Angeles was the first woman station commander in the region. She was able to capitalize on the national and local publicity she received. One of the first invitations she received was to become a member of the Santa Monica Soroptimists, a professional women's organization devoted to public service.

Sergeant First Class Cecil Terry usually wears Army greens in and around Greenwood, S.C., but in the yuletide season, some people might picture him in a red and white suit more appropriate for an employee of Mr. S. Claus.

Why the diverse images? For the second year, Terry is cosponsor, with a local radio station, of a Christmas collection for local underprivileged children.

The idea came out of a conversation between Terry and WMTY station manager Norm Wiseman. A tree came from a local merchant, WMTY ran public service announcements several times a day in the weeks prior to Christmas, and articles about the project were in the local newspapers.

Local residents were asked

"I am an elderly man. Each Sunday morning my wife and I take the bus to Denver to visit our grandchildren. The bus depot is not open and there is no place to sit. Can't something be done?"

This letter appeared in the action column on page one of the Longmont, Colo., paper and for Sergeant First Class Ernie Spurr, newly assigned responsibility for Longmont, it was the opportunity for him to introduce himself.

Sergeant Spurr contacted the bus depot and offered to install a bench if he could place Army advertising on the back. When the de-

pot manager agreed, Spurr had a local welder make the bench while Denver A&SP division created a bench back.

Newspapers were alerted, and on the big day Spurr and an A&SP representative installed the bench moments before newsphotographers and depot officials arrived to officially present the bench.

The gesture netted good news coverage in all community news outlets, put the recruiter in the best possible light and, maybe best of all, SFC Spurr has his name on the only bench in the city that has advertising on it.


"Through this organization I have been able to give many speeches to local women's organizations that I might not have been able to otherwise," she explained. Many more women in the area are now aware of the opportunities available for young women in today's Army.

"Of course not everyone we contact is a potential enlistment, but by giving conscientious service to people we come in contact with, we

can get second and third generation referrals," she commented.

Staff Sergeant Wesley Tilton of Sini Vally, Calif., makes contact with a remarkably high proportion of his community. Besides involving himself in civic and church organizations, Tilton makes himself available to junior high schools as a field trip chaperon. "Junior high students refer their older brothers and sisters and become eligible applicants within a few years themselves," he adds.

Tilton always conducts his activities in uniform, making a strong and positive impression on the young people he works with, and his production shows it. "I've been here almost four years and I've been successful every year," he states. "At the end of September, I had 160 percent of my objective." Successful recruiting through community relations explains why he was selected one of the three top recruiters in the Los Angeles DRC.

The time a recruiter spends in community relations activities not only creates good impressions with influencers, but contributes to the success of their recruiting endeavors because it creates a good image of the Army, generates applicants through referrals, and shows the Army's ability to become an integral part of the community. 

to bring food, clothing and toys to the recruiting station. On request, Terry picked up items from people unable to bring them in.

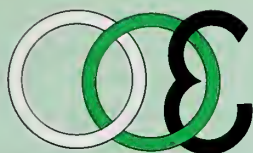
At Christmas, all donations were distributed by the Salvation Army.

Last year's project was a resounding success with over 300 children receiving four gifts each.

Newspaper readers are periodically reminded to contribute, and six times a day the listeners of WMTY hear about SFC Terry and his project.

Terry admits that a good deal of effort is required in coordinating the event, picking up items and soliciting support. "But," he adds, "I wouldn't miss it. It's worth all the effort."





SSG Billy J. Hamman

# Involvement vs. Objective

By **GLENN R. TROESTER**

Denver DRC

"In my opinion, far too many recruiters never become part of the community they serve. They forget that key word, 'service.' If more would honestly strive to serve instead of to draw on the resources of American communities, the spectre of missed objectives would become more imaginary than real."

Staff Sergeant Billy J. Hamman, recruiter in Grand Junction, Colo., is in a position to know. Hamman has consistently topped his objective, and was the first gold badge and MSM recipient in the Denver DRC. He knows the interrelationship between recruiter success and community acceptance.

"Recruiters tend to be superimposed upon the community. We take the attitude that what is good for the Army is good for the community. We may have a valid point when we say our actions satisfy the greater need of national defense, and in the long run benefit individual communities.

"But I think this is perhaps an insensitive attitude. Each community is faced with problems which demand resolution right now. I have found that when I place my objective second to service to my community, soon I don't have to worry about the objective at all. If recruiters are in tune with the community and pull with it, the citizens who care will see to it the community pulls with the Army to insure a steady flow of young people to serve the nation."

Sergeant Hamman has proved to Grand Junction he can be counted on to pull with the community. He was publicly applauded when, as chairman of the

Mesa County Safety Committee, he succeeded in changing district statutes to enable schools to transport students to class if the pupils had to cross a major highway. He is now serving on the Colorado State Safety Commission.

Hamman also volunteers a few hours of his time each week to counsel job seekers at the Colorado State Employment Service. "My work at the employment service office is extremely rewarding and it has helped me in my recruiting — but not in the obvious sense. If a young person comes to me for counseling, he is not automatically considered Army material, even if he is fully qualified. If the person would not, in my judgment, be best suited for the Army, I won't even discuss this alternate with him.

"This has raised many eyebrows; I am in uniform at the unemployment service, and people know I'm a recruiter. I've missed many opportunities to enlist people, but when a young person goes home and tells his family and friends that the Army recruiter helped him get a job and didn't even try to sell the Army, others will come for help. Some of them have much to gain by joining the service; many wouldn't be happy in uniform and would think poorly of the Army."

Hamman summarized how a recruiter and his community can help each other. "Just do the things any good citizen should do. Don't think you're doing your city or town a big favor just by being there and putting people into the Army; sometimes doing your job for the Army is doing a disservice to your community. A community that considers its recruiters worthwhile people and good citizens will see to it young people also regard military service highly. I guarantee it."



# Spotlite

## Give to your Community

By **DEBORAH ANDERSON**

Cincinnati DRC

Two gold badge recruiters from Middletown, Ohio, (Staff Sergeants Dale E. Haag and George E. Couch) believe that active community involvement is a necessary forerunner to a successful recruiting pro-



gram. And though the two men have been in the Middletown area only two years, they are well-established and deeply involved members of the community.

Couch spends much of his free time on his citizens' band radio, either at home or in his car. His radio "handle" is a perfect lead-in to conversation about the Army. Known as "Lifer" to local c.b. enthusiasts,


Couch has come to know many young people and influencers over the radio. In the most dramatic example of the effectiveness of this involvement, Couch enlisted all the children of one family he'd met over the radio.

Haag's activities range from coaching Little League baseball to speaking to classes at a vocational junior high school. "Every activity leads to contacts and Army visibility," says Haag. "If you don't meet kids, you meet their parents. My Little League team includes the sons of the high school principal and one of the coaches. That helps."

In explaining their success, SSG Couch said, "Most important, you've got to be more of a giver than a taker. Offer something to the schools. If that doesn't work, find a different approach. Don't be scared off by a school's reputation."

Haag added that a recruiter must be willing to give both materials and time. "Take tickets at a high school football game," he offers, "but do it in uniform. Or at least in an Army windbreaker."

Most of their applicants come from referrals and prospecting. Referrals are from various sources: the unemployment offices next door, major local industries, Middletown Business College, the local National Guard, and such groups as the American Legion, VFW, American Vets, and fraternal organizations. In all of these instances, the recruiters have invested time, establishing rapport and a reciprocal referral system. It's another example of being willing to give. "These places are willing to send people to us, because we support them," explains Couch.

Success breeds success. Good programs lead to a 150 percent station, which leads to high morale in the station, which leads to a healthier working environment. In light of the enthusiasm, commitment, and solid community programs of SSGs Couch and Haag, there's little doubt they'll continue to succeed. 

(Left) Staff Sergeant George E. Couch

(Below) Staff Sergeant Dale E. Haag







# The Army speaks to the community

By **DEBBIE GORMAN**

Editorial Assistant, R&CC Journal

*"Army scholarships for medical education" was one topic covered by CPT George Engle, Army Medical Corps, when he spoke to counselors.*

Potential enlistees aren't the only ones taking a personal interest in what the Army is doing in the community. If you turn around, you'll find that "big business" is also looking over your shoulder.

"Big business?"

That's right. The business community is interested in what the military has to offer, specifically in terms of training and job skills. Why? Managers are concerned about the skill level and experience of the potential labor force.

Does this give you an idea?

Business needs skilled employees and the Army has both skills and jobs. The obvious step is to let local business and industry know what the Army can give.

The question is how?

If you do some research you will find that in every community there are various organizations whose main interest is a specific business, occupation or profession. Retailers meet to discuss problems common to their businesses as do hospital administrators, agricultural specialists, journalists, electricians and so on. One of their problems is almost always quality personnel.

Going on the premise that these people want to inform young men

and women of the availability of training needed to satisfy that business' job requirements, there is a particularly interesting approach a recruiter can take.

An enterprising recruiter could offer his help in setting up workshops or seminars for either high school guidance counselors or students, the purpose of which is to let the participants know what kinds of jobs and training are required in a particular industry. It takes more than doctors and nurses to run a hospital. Dieticians, lab technicians and therapists are a few of the other professional people needed to run a hospital — and that is what the workshops will explain.

You cannot guarantee a personnel manager that, if he sponsors a career seminar, all of those who attend will later seek training for a job in that industry or that they will return to the area to go to work for that company. However, if only a small number come back, the time and expense could be worth it.

Workshops do require an expenditure of time and a good deal of organization. If you like the idea, but aren't sure how to set up a workshop, you'll be interested in how a fellow recruiter accomplished the

relatively uncomplicated task.

Staff Sergeant Y. A. Dufour, based in a conservative, all-American town in the Cleveland DRC, Sandusky, Ohio, worked with an organization called "Health Careers Unlimited." (Keep in mind that the workshop idea can be adapted to any number of occupations other than the health industry.)

"Health Careers Unlimited" is composed of delegates from nine hospitals. A representative of each hospital keeps in contact with a portion of the high schools in the surrounding area, 62 in all.

The organization annually hosts a workshop for high school guidance counselors. The seminar planners had heard a lot about the volunteer Army and the end of the draft, so they sent invitations for suggestions on a program to the four service recruiters serving the area, but only SSG Dufour answered.

After preliminary meetings it was determined that the hospital organization would make the arrangements for a restaurant, providing better atmosphere than a hospital, send invitations to school guidance counselors, prepare the luncheon menus, print the programs, etc.

Working with the Sandusky re-

# The Army speaks...

cruiter, the Cleveland DRC Ayer Representative contacted local newspapers and the local cable TV station for pre-seminar publicity.

It was up to the sergeant to come up with an interesting program. SSG Dufour contacted CPT George Engle, Medical Corps, who is a personnel counselor for the Army Medical Department, based in Columbus. He spoke on opportunities for health careers education in the armed services.

Captain Betty Ball of the Army Nurse Corps talked about careers in Army nursing, explaining the various programs and education requirements. She is currently an Army nurse counselor for the Army Medical Department working in northern Ohio.

And of course, SSG Dufour explained, in general terms, the opportunities for high school graduates in the medical field and the type of

training available in the military.

All of the speakers gave the guidance counselors handouts pertaining to their areas of expertise so the counselors could peruse them at their leisure. They encouraged guidance counselors to contact them for any information or answers.

Sergeant Dufour used the Project AHEAD display, complete with RPIs and the Educator Package, an item many of the guidance counselors expressed an interest in.

We do have some tips for anyone embarking on a similar venture. When guidance counselors are the key participants, hold the seminar long after the opening of school. Plan for early November or spring. By that time, school is well underway and you won't have winter weather to contend with. It was also noted by seminar planners that the turnout was the same whether the counselors paid a portion of the

luncheon fee or ate free. Those who were interested came in either case.

We should mention that there are other organizations besides those dealing with a specific profession who may be interested in careers and young people. Among them are the PTA, service clubs such as the Rotary or the Chamber of Commerce.

There are also student groups whose interests are strictly career oriented such as future teachers or nurses or Junior Achievement. A word to the wise: restrict workshops for students to evenings or Saturdays, so you will get only those really interested and not those looking for a day off from school.

A career workshop gives the recruiter a chance to work with the community leaders and the opportunity to give something to the community rather than always being on the receiving end.

*The most common question high school counselors asked SSG Dufour dealt with enlistment guarantees.*

*High school guidance counselors were interested in the Project AHEAD display and the Educator Package.*







## The quality of leadership and reenlistment

By SSG GEORGE A. WESTON, SR.



Reenlistment is everybody's job. It is a vital part of the Army because it enables us to retain the Army's strength level with qualified individuals. For any business or company to grow and prosper, it must be made up of qualified people and concerned leadership.

Let's look at an example of a lack of leadership. PFC Jones has indicated to you, his squad leader, that he needs a new ID card. You indicate that you will take care of it. Two weeks go by and PFC Jones tells you that he has received no word regarding his new ID. Private First Class Jones is not going to be impressed when you inform him that his ID has slipped your mind. Many times "I am sorry" does not suffice for hardships that are incurred through neglect of your responsibilities. Why should any member of our team, squad or platoon not feel a sense of hostility and frustration with the system of everyday Army life which seems to be the same day after day.

So why reenlistment? The Army needs good people, ones who plan their futures and accept responsibility for their jobs and fellow soldiers.

Usually individuals who reenlist can be placed in three categories.

"Category A" are people who reenlist because of the money that is paid through bonuses. Once the money is spent, the incentive for reenlistment is gone. All the soldier can see is six more years in the Army.

"Category B" is made up of individuals who, though the money is an added incentive to reenlistment, have no real plans for the future and live each day as it comes. They are a problem some days and show indications of being good soldiers on others.

"Category C" consists of individuals who are at

the top of the Army's wanted list. They are enticed to reenlist by incentives such as security, bonuses, advancement and education as rewards for a job well done. They feel they can reach many, if not all their goals and are not looking for a hand-out or special treatment. They only want to be given the chance to benefit from their hard work.

Concerned leadership is the bridge that enables the good soldier, the "Category C" soldier, to reach his goals. Many times that bridge is nonexistent. We find a first term soldier who is willing to accept challenge and responsibility and is able to perform to the standards of his company. He turns to management for leadership. If it is not there he is going to search elsewhere, probably outside the Army.

Why reenlistment? If as many "Category C" people as possible can be reenlisted, initially it will pay off only in terms of a higher quality force. However, when a SP4 or young sergeant someday becomes a responsible first sergeant and a good leader, the return on our investment of time and concern will double. It is disturbing that less than 10 percent of all "Category C" people ever reenlist.

Reenlistment is everyone's job. The key word is "concern" on behalf of every leader at every level.

A "Category C" soldier will be the leader of the future if we show him the way.



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*The above is a condensed version of a letter sent by Staff Sergeant George A. Weston, Sr., the battalion career counselor of the 1st Bn, 4th Inf, 3rd Infantry Division in Europe, to every NCO and officer in his battalion.*



**THE ARMY WAS EVERYWHERE** on display when the Boston DRC's Salem recruiting station took part in Salem Heritage Days celebration this fall.

Throughout the week-long celebration, the 458th Transportation Company from Fort Story, Va., manned a LARC V boat with three man crew in static display of the Army's seapower. The crew gave conducted tours of the vessel.

The 329th Transportation Company from Fort Eustis, Va., also furnished an Army vessel, an LCU. Its crew of 11 men guided thousands of people through the vessel and explained the craft's operation and functions.

The US Army Heritage Singers, from Fort Devons, Mass., sang before an enthusiastic audience of 5,000.

A demonstration of precision parachute jumping was also given by a team from the JFK Center for Military Assistance. In spite of bad weather, the team of five chutists landed exactly on target in front of a crowd of 2,000 viewers. Their part of the show so impressed the viewers that the jumpers were personally invited into many homes in the community. The Salem Heritage Day committee also invited the parachutists to participate in several other community events.

The week's celebration culminated in a Heritage Days parade before about 250,000 people in which the Army was represented by two female all-volunteer units — a WAC heritage flag platoon and a WAC drill team from Fort Devons, Mass. (Boston DRC)

**THERE'S MORE THAN ONE WAY** to pick up free radio publicity for the Army, and **Sergeant Don Watson** of South Euclid, Ohio, found another way. Actually, it was his wife, **Nancy's** telephone call that did the trick.

It was SGT Watson's 10th anniversary and his wife called WGAR requesting a song be dedicated to him. She got the song and more: throughout the day, SGT Watson's name and his association with Army recruiting were broadcast throughout the station's coverage area. (Carol Masek, Cleveland DRC)

**"IF STUDENTS SEE, HEAR AND THINK ARMY,** some of them will eventually Go Army!" is the thought behind actions of **Sergeant First Class Carnest Mitchell** and **Staff Sergeant Donald Lynch** in Kansas City, Kan.

When **Mr. William Stratton**, history and social science teacher at Turner High School, wanted to give his class an in-depth introduction to military law, he

called the Kansas City, Kan., recruiting station and spoke to Sergeant Lynch about the matter. In turn, Lynch called the Staff Judge Advocate's office at Fort Leavenworth. Later they were assured that an SJA representative would be available to talk to the students. It turned out to be **Colonel J. B. Conboy**, the SJA himself, who gave the talk.

At the beginning of the first hour, there were only two history classes in attendance; but as word on Colonel Conboy's presentation spread throughout the school, more classes joined the audience. By the fourth hour, almost the entire school population was in on the session. A question-and-answer session followed the presentation. According to those present, his talk was a tremendous success. (Mae Davenport, Kansas City DRC)

**SEEKING A WAY** to get more schools involved in ASVAB testing, **Sergeant First Class Ray Hooker**, the Long Beach area tester, came up with an idea to stimulate interest among high school counselors: give the test to the high school counselors themselves.

Through his contacts at Long Beach City College, Hooker met with a large group of high school vocational counselors who are working towards their Masters degrees. He explained to the graduate students how ASVAB measures aptitudes of students and helps the counselors in their work. The outcome was that 47 counselors were more than willing to take the tests, and afterwards, they were highly enthused about using ASVAB tests in their own schools.

Sergeant Hooker's follow-up plans include giving each counselor a current ASVAB manual and explaining the results to them. (Santa Ana DRC)

**PARKING AND TRAFFIC PROBLEMS** are natural companions at state fair time, and you wouldn't think an Army message would be appropriate with them, but in Albuquerque it is.

A local ad man's ingenuity during the New Mexico State Fair gave thousands of fair-goers extra exposure to the Army's opportunities message.

City officials and merchants agreed to make available off-fairgrounds parking at a huge shopping center with shuttle bus service to ease the traffic and space crunch. **Perry Simmons**, owner of the local bus-stop bench and transit ad company, donated benches to mark the pickup area. A longtime Army CI, Mr. Simmons marked one bench with the bus stop designation and the other with "Go Army — Opportunities Unlimited" in gold and Army green. (Albuquerque DRC)



**BEING A VALUED COMMUNITY ASSET** is one sure way to make recruiting objective, according to **Staff Sergeant Bob Zang** of the Pittsburgh DRC.

In working closely with his schools, he finds that his most appreciated efforts are assisting the counselors in encouraging students to finish school and counseling college-bound seniors. Some students even ask him to help pick out their major.

Zang was rewarded for his efforts when a high school guidance counselor threw a surprise birthday party for him in her office. Along with pieces of birthday cake, she passed out copies of a news story about the high quality of army enlistees. A belated birthday gift came, he said, when five of the girls at his party went on active duty. (Janet Luffy, Pittsburgh DRC)

**"FIRST TO SERVE"** is the motto recently adopted by the San Antonio AFEES, and that in itself is believed to be the first time an AFEES has had its own motto and its own plaque to display the motto.

The motto was the result of some literary digging by **Captain Walter Hargraves**, the processing officer at the AFEES. Delving into military archives at the Fort Sam Houston library until he was up to his epaulets in mottoes, Captain Hargraves emerged with a list of ideas from which a selection was made.

The ultimate choice was coined from several ideas expressed in other mottoes.



The colorful plaque, constructed by **SFC Carl Bowden**, is displayed prominently above the door of the Ceremony Room to welcome new enlistees. (Joyce Lynch, SWRRC A&I Div)

**BEDSIDE PROMOTION BOARDS** just aren't standard Army practice.

In the case of **Corporal Michael A. Bronson**, a recruiter in Oakland, Calif., the board was called to order at the Letterman Army Medical Center located at the Presidio of San Francisco.

Under normal circumstances, when a promotion board is held selected soldiers are told when and where to meet. But Bronson was involved recently in a car accident and is expected to be hospitalized for two months. So the board, headed by **1st Lieutenant Gregory Elliott**, came to him at his bedside. (SFC W. Priebe, SF DRC)

**IT WORKED WELL IN NORTH AFRICA**, so it should do the same in Lakewood, Colo., reasoned **Sergeant Charles Warner**.

The thing that worked well is just that, the Volkswagon "Thing," a recreational vehicle that is modeled after the *Kubbelwagon*, a World War II German Army equivalent to a jeep.



**Sergeant Warner's Kubbelwagon**

"It was bright orange when I bought it," Warner recalled, "but I painted it to look like the real thing." This entailed a coat of desert brown mottled with several shades of gray and brown, a combination General Rommel found effective for the Afrika Corps.

"The camouflage has just the opposite effect on city streets," Warner said. "Instead of making it less conspicuous, it really attracts attention.

"I drive it in parades and to my high schools," he added. "Most people are impressed and kids like to have their pictures taken sitting in it. It is really a great icebreaker, and it establishes an almost instant rapport." (W. E. Westmoreland, Denver DRC)



**THE 20,000TH "NEW RELIABLE"** arrived at the 9th Infantry Division replacement company recently to confirm the fact that an all-volunteer force could be recruited without the assistance of a draft.

When **Private First Class Thomas B. Saulsberry**, 22, of Meadville, Pa., reported in, he was enlistee number 20,000 and he was greeted by **Brigadier General Donald E. Sampson**, acting division commander, and a delegation of television reporters.



"You're part of a success story," General Sampson told Saulsberry.

This story began over three years ago when **Major General William B. Fulton** took command of the division at Fort Lewis and was told, "Go find yourself a division." One of the people who were found is PFC Saulsberry who, like his wife, has a degree from the University of Pittsburgh.

According to the 9th Division, since Saulsberry enlisted in May, the division's enlistment total has climbed to over 22,500 people. Station of choice volunteers for duty at Fort Lewis boost the overall recruiting total there to more than 29,000 people. (10 9th Inf Div)

**CHRISTMAS IN HAWAII** will be enjoyed by two recruiters on vacation. That's good. The two recruiters are from Alaska. That's better. The two re-

cruiters won the vacation in a contest. That's better yet.

**Sergeant First Class Chuck Feller** and his wife, **Staff Sergeant Marilyn**, both recruiters in Anchorage, won the two-week trip to Hawaii in a contest sponsored by the Fort Richardson Flying Club. For six months the club conducted the safety contest and the two Sergeants Feller put their heads together and began thinking of what safety measures could be taken in the air and on the ground. "We received points for suggestions and monthly safety stories," he said.

One safety story a month could be entered for the contest, and the Fellers won three out of the six months. "The Hazards of Breakup Flying, Cross Wind Landings and Pre-Flight Preparations, were our story topics and they gained us a lot of points," SFC Feller continued.

"We also received points for such suggestions as painting yellow lines in front of the refueling area and for making the aircraft parking area a 'no smoking' zone," he added.

Sergeant Chuck Feller, who is working on his commercial pilot's license, also took an FAA safety-check ride which netted an additional 25 points toward his final total of 315.

With winter approaching, the Fellers decided that two weeks in Hawaii in December would be the right time and the right place to be. (10 172d Inf Bde)

**A ROSE BY ANY OTHER NAME DEPARTMENT:** At the Buffalo AFEES, two brothers, twins, enlisted to become heavy truck drivers. It shouldn't have been too much of a surprise, particularly to their recruiter, **Staff Sergeant Pat Reddy**, that the twins should choose training as truck drivers. Their names? **Dave** and **Jerry Driver**. (Edward P. Reilly, Niagara Falls DRC)

**EDUCATOR TOURS HAVE ALWAYS BEEN POPULAR**, but **Sergeant First Class Deward Hixenbaugh** would never have guessed just how lucrative one such tour would prove to be.

In April, 1974, **Bill Knisely**, a high school guidance counselor from Uhrichville, Ohio, began one such three day tour at Fort Sill. Eighteen months later, PFC Knisely began basic combat training.

During the interim, Knisely continued to work closely with New Philadelphia, Ohio, recruiters in conjunction with his counseling job at Claymount High School. The Army opportunities he saw at Fort Sill weighed on him and his wife until he took the oath of enlistment.



Now PFC Knisely, with a masters' degree in education and counseling, looks forward to a future with the Army and SFC Hixenbaugh keeps remembering that "Educators are prospects too." (Carol Masek, Cleveland DRC)

**TAKING A LOOK** at one type of engine she will be working on is **Shelly C. Anderson**, 19, of Anchorage, Alaska, a new enlistee with the 813th Engineer Battalion of the US Army Reserve. With her is **Specialist 5 Harlan Willis**, her recruiter. Miss Anderson joined the Army at Fort Richardson and, after basic



training at Fort Jackson, spent eight more weeks in vehicle mechanics schooling before returning to Alaska and duties in her Reserve unit. (IO, 172d Inf Bde)

### WHAT SYMBOLIZES COMBAT ARMS?

The people in the Southwestern Regional Recruiting Command were asked this question. The idea was to come up with a single object to represent all combat arms branches. Whatever symbol was chosen would adorn an incentive trophy for monthly rotation to DRCs achieving the highest percentage of their assigned objective for combat arms enlistments.

Crossed cannons wouldn't thrill infantrymen, and crossed rifles don't represent tankers well. On and on. When one panel member parked his oversized feet on a desk, everybody saw the answer: what symbolizes the combat arms soldier more than a GI issue combat boot.

Then came the question of whose boot to use. A drill sergeant's boot or one that was smeared with taco sauce from Juarez? One that had been soaked in Vietnamese mud or Oktoberfest beer? After kicking the subject around for a while, consensus opinion was that the owner's identity would be kept secret. (Ed. note: they wouldn't even tell the *Journal*.)

With that settled, the question of a proper substance for the base of the boot came up. To put the boot in its proper context, a bronzable muck-and-mire facsimile was developed out of plaster of paris and countless coats of sealant. After the boot and muck look-a-like were bronzed, the creation was mounted on a large block of wood and appropriately inscribed. The "SWRRC Combat Arms Enlistment Award" was born.

During the first six months of its existence, the ownership of the trophy moved from Dallas to Amarillo to Houston to Little Rock to Albuquerque to Jackson, with no one DRC able to keep it two successive months.

And SWRRC still won't divulge where the boot has been and who owned it before it became part of a trophy. (Joyce Lynch, SWRRC A&I Division)



**FOLLOWING THE CEREMONY** in which **Captain Brenda Terrell** (center) became USAREC's only woman area commander, she was joined by San Antonio's first woman mayor, **Lila Cockrell** (left) and by **Lieutenant Colonel Karen Pospisil** (right), first woman ROTC cadet commander, at St. Mary's University, in celebrating the occasion. (Joyce Lynch, SWRRC A&I Div)

# Station Commanders' training ideas

This continuing feature is designed to assist station commanders with their professional development programs. It does not replace district and regional programs, guides and schedules. It is not intended to be a schedule at all; instead, feel free to adapt it to your local needs and situation as you see fit. Be sure to add to the list of references materials you have on hand. We recommend that you clip out these articles and keep them for future use.

SUBJECT AREA	REFERENCES	OBJECTIVES AND/OR REMARKS
Education and Training Assistance	Section IV, Para 124 DA PAM 608-2	Review Section IV miscellaneous benefits to learn the amount of money paid to a veteran for institutional schooling enrolled for full time, 3/4, 1/2, and less. Also review the amount paid per dependent.
Eligibility Requirements for OCS	Chapter 2, AR 351-5, DTD 23 Jan 75	Review the complete chapter. Learn who may and may not apply. Age, education, mental as well as medical requirements.
The Enlisted MOS System	Chapter 1, Section II, AR 611-201, DTD 1 Oct 72	Review the complete section. Learn what the term MOS means, how it is used, what the career management fields are; the MOS structure and elements of the MOS code.
Counseling Skills and Procedures	Chapter 3, FM 22-101	Review the complete chapter and learn the skills and techniques of counseling. Learn to recognize the need for counseling and the 5 stages in preparing to counsel.

## OOE quiz

The following are to be used as study helps for the OOE MOS test and for your daily recruiting efforts. The quiz has been prepared by the Professional Development Branch, Recruiting Management, HQ USAREC.

1. What is the age requirement for male (in-service) applicants applying for OCS?
2. Who has the authority to promote to E4 and below?
3. When is a new reenlistment data card prepared?

### Answers

1. Male applicants must be at least 18 years and 6 months of age and not over 32 years and 6 months of age at the time of enrollment in OCS (page 2-2 AR 351-5).
2. Company, troop, battery and separate detachment commanders (page 5-8 AR 600-200).
3. A new DA Form 1313 will be prepared by the unit personnel officer and forwarded to the individual's commander immediately subsequent to reenlistment. When reenlistment is accomplished the old Form 1315 is destroyed (page 1-11 AR 601-280).







Three major pieces of federal legislation enacted in 1974 affect recruiters in their collection, use, maintenance and dissemination of information in daily tasks.

While casual reference to this legislation has been under the broad heading of "the privacy act," they are significantly different in their recruiting impact.

- The Freedom of Information Act, as amended, guarantees fulfillment of the people's right to know about the activities of their government. All federal agencies are required to make records available for public inspection unless a specific exemption justifies their being withheld.

- The Privacy Act of 1974 allows individuals to determine what records exist that pertain to them; to gain access to the records and to make copies or correct/amend them; to prevent these records from being used in a manner not intended; and to insure that adequate safeguards exist to prevent misuse of the information.

- The Family Educational Rights and Privacy Act of 1974 provides that schools may not release from their records personal information without prior written parental consent. One provision of the law does allow schools to release directory-type information (high school lists) provided public notice of their intention was given and a reasonable period of time was allowed for parental objections to be filed.

Persons violating the provisions of the first two acts may be subject to disciplinary action and held criminally liable, respectively. Schools failing to adhere to the provisions of the third act may have federal funds withheld.

"With the Freedom of Information Act, the rule is that records will

be disclosed unless the government can make a case to the contrary," according to Captain Jerry D. Robertson, USAREC's Assistant Command Legal Counsel. "When a request is made citing or alluding to this law, no one in USAREC can deny it. If the office receiving the request believes it concerns records exempt from disclosure, the Initial Denial Authority must be contacted for an official determination (AR 340-17). In all cases, the denial authority on queries to USAREC is a DA staff agency."

Under the Privacy Act of 1974, the general rule is to not disclose personal information to anyone without that person's consent. "An important exception is disclosure to DoD personnel who have a need for the information in the performance of their duties," Robertson added.

### **Examples**

Here are some hypothetical examples showing how USAREC people may become involved in these laws:

- As staff duty or on-call NCO, you receive a call from a woman claiming to be a relative of a member of the unit. She states that be-

cause of emergency reasons she must contact him and that she would like you to give her the local home phone number. In this case, you could take the name and number of the caller and inform the unit member of the call, letting him make his own determination to return the call. Another option is to advise the caller to contact the local American Red Cross to make confirmation and communication with the service member.

- A person identifying himself as a member of the USAREC IG office calls relative to a malpractice allegation. Since IG staff members are requesting information in the performance of their official duties, release of requested information is authorized. But, since it is difficult to establish identification over the phone, if any doubt exists, take the caller's name and call back after obtaining the phone number from a reliable source. If any doubt still exists, ask that the questions be referred through the DRC.

- A rejected applicant calls asking for a copy of his SF 88 (Report of Medical Exam). Since the individual is entitled to the information on himself, he should make the request in writing, or in person, directly to the AFEES. Again, telephonic identification should not be considered sufficient.

"These are only examples," CPT Robertson emphasized. "AR 340-17 and AR 340-21, with USAREC supplements, and USAREC Circular 340-2, 2 Dec 1975, provide the guidance everyone must operate under.

"We have to balance the individual's right to privacy against the public's right to access," said Captain Robertson. "Both are significant social values and have to be considered in relation to each other, as well as in relation to other needs and values."



# PS Objective NPS Objective WAC Objective Combined

No doubt every recruiter has had those days when recruiting females or prior service folk has been like pulling teeth. On the other hand there also have been days when that same recruiter could have enlisted three times his objective in these categories — had there been room for them.

As of January 6 neither situation should cause much grief since USAREC is going to a combined objective system. The only effect the system should have on the recruiter is a positive one; under the combined objective he will no longer be assigned an objective of "x" number of women, "x" number of non-prior service males and "x" prior service. (In some areas this will represent no change at all since objectives for these categories have not previously been assigned.)

Here's how it works. USAREC is still required to recruit a specific number of NPSM, NPSF and PS. But that's a headquarters headache. Under the new system the main portion of "objective management" ends at Ft. Sheridan. Each of the five regions is told something like this: "Northeastern Region, this week we need you to recruit "x" individuals."

From there Northeastern Region calls its DRCs and says "Baltimore, this week we need you to recruit 'x' individuals." And so on. To SGT Arnold this comment is made. "Ed, this week we need you to recruit 'x' individuals." At this point Ed goes out and recruits "x+" individuals.

## UP TO A POINT!

Let's follow Sergeant Ed a little further. The Sarge has been having no trouble with his normal NPSM and PS objectives. It's the women who have been giving him fits. However, because of the combined objective he need not be overly concerned about not bringing in a young lady *this week* (but let's hope it's not habit-forming).

The reason he needn't fear is that Sergeant Fisher in Santa Ana DRC can pick up the slack. For him it's one of those weeks when the ladies are beating down his door. So, SGT Arnold brings in some extra NPSM, exceeding his *combined* objective, and SGT Fisher brings in an extra lady or two and "Presto!". Between the two of them they've done their fair share or better.

"But," the reader asks, "won't we be in danger of overfilling the female vacancies?"

Not at all. A close watch on the situation is being kept by the REQUEST machine. When the seats allocated for women are filled, no

more may be recruited that week.

"How about the prior service vacancies?" the persistent reader asks.

Basically, the same situation. USAREC is currently establishing procedures to monitor both active enlistments and DEP in this category. When the objective plus a 5 percent dropout buffer is reached, USAREC will notify regions that recruiting for PS for that week is finished.

USAREC realizes that this represents another change in the recruiting system; however, IT SHOULD MAKE THE RECRUITER'S JOB EASIER AND RELIEVE SOME OF THE PRESSURES.

There are other advantages to the combined objective:

- It expands the recruiter's market.
- It better rewards the recruiter under the QIPS program as *all* accessions are credited toward his objective.
- It allows for maximum PS and female recruitment in both quality and quantity.
- It simplifies management at region, DRC and station level.

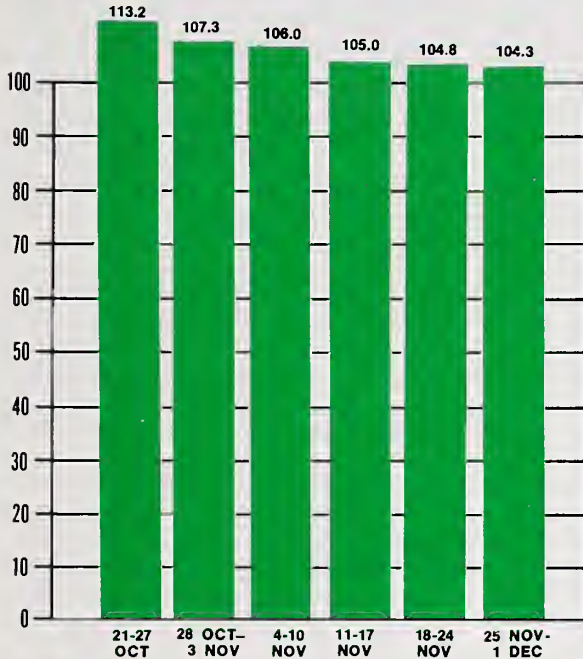
USAREC recognizes that there are some disadvantages. No system will ever be perfect in the eyes of everyone. The primary problem is that of changing the rules again. But even this adjustment is outweighed by the potential advantages — especially those felt by the recruiter.



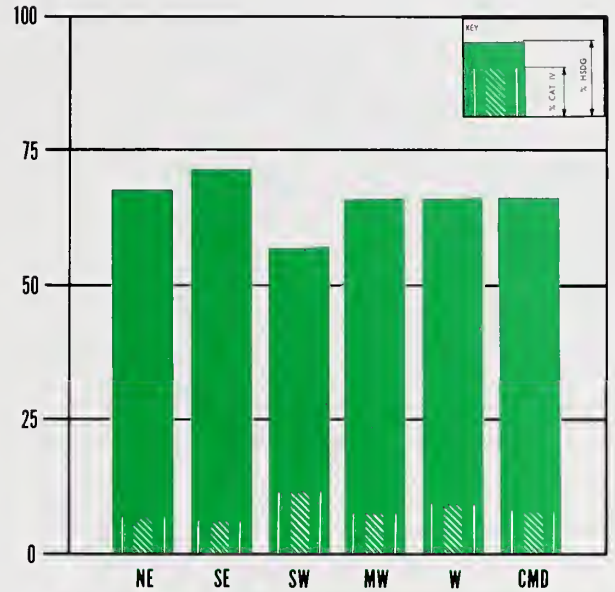




# Q-2



Percent of weekly NPS objective accomplished for shipping weeks indicated



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 5 December

## QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the period 2 Sep through 1 Dec)

13 of 13 weeks	Atlanta	Niagara Falls	6 of 13	Minneapolis
	Cincinnati	Portland		Salt Lake City
	Cleveland			
	Columbia			
	Columbus			
	Concord			
	Dallas			
	Indianapolis			
	Jackson			
	Jacksonville			
	Miami			
	Montgomery			
	Raleigh			
12 of 13	Richmond		5 of 13	Amarillo
	San Juan			Boise
	Syracuse			Boise
				Boston
				Newark
				Oklahoma City
				San Francisco
11 of 13			4 of 13	Omaha
				Peoria
10 of 13			3 of 13	Des Moines
9 of 13			2 of 13	Sioux Falls
				St Louis
8 of 13			1 of 13	Fargo
7 of 13				
6 of 13				
5 of 13				
4 of 13				
3 of 13				
2 of 13				
1 of 13				

Rankings based on preliminary information received from regions. Does not include bonus credits.

### October

#### GIPS credits/recruit

1. SERRC	5.425
2. NERRC	5.297
3. MWRRRC	5.230
4. WRRRC	5.186
5. SWRRRC	5.099
Command	5.238

#### GIPS credits/recruiter

1. SERRC	29.668
2. WRRRC	19.990
3. SWRRRC	18.793
4. NERRC	17.845
5. MWRRRC	15.984
Command	19.684

#### Top 20 DRCs

1 San Juan	5.976
2 Honolulu	5.657
3 Columbia	5.618
4 Montgomery	5.546
5 Harrisburg	5.537
6 Columbus	5.529
7 Fargo	5.500
8 Helena	5.492
9 Sioux Falls	5.489
10 Miami	5.484
11 Concord	5.460
12 Atlanta	5.425
13 Pittsburgh	5.420
14 Boston	5.412
15 Albany	5.396
16 Newburgh	5.369
17 Lansing	5.368
18 Phoenix	5.366
19 Cincinnati	5.355
20 Omaha	5.350

#### Top 20 DRCs

1 San Juan	41.102
2 Raleigh	39.960
3 Jacksonville	37.079
4 Montgomery	34.935
5 Miami	31.660
6 Columbia	31.590
7 Honolulu	30.320
8 Charlotte	30.217
9 Lansing	27.737
10 Nashville	26.247
11. Richmond	26.054
12 Phoenix	25.679
13 Atlanta	25.236
14 Jackson	24.933
15 New York	22.990
16 Dallas	22.705
17 Washington, D.C.	22.535
18 Albuquerque	22.511
19 Baltimore	22.261
20 Santa Ana	22.238



# When things go down

**By LTC LARRY SOUVILLE**

**Chief, Creative Services, HQ USAREC**

Eight months ago Sergeant First Class Thomas C.'s Army career was all but over. But tonight he is a successful recruiting station commander — a man in full control of himself. He is also an alcoholic.

Sergeant Thomas C. had spoken — at my request — at an open meeting of "Alcoholics Anonymous." His twenty year downhill slalom with alcohol had not scarred him physically. There were no hollowed eyes, no red splotches or burst arteries

around the nose that one expects of an alcoholic. He spoke crisply.

*"Alcoholics Anonymous" is an unofficial, loose organization of nearly one million. There are no elected officers; there is no charter or government subsidy. There are no dues. As Tom noted, "We had all paid our dues in full when we came to AA."*

*The only requirement to join AA is an admission that you have, or believe you have, a drinking problem.*

*About 75 percent of AAs claim*

*total abstinence. They consider themselves alcoholics for life. They realize the next drink will put them back into the same fantasy from which they struggled when they first admitted they were alcoholics.*

*AA is a maintenance program to keep alcoholics sober. It sounds simple. It is simple. It works.*

I had more questions than the time of the meeting would allow so I asked Tom C. if he would come to my quarters where we could talk uninterrupted about his past and his present.

As we walked to the car in the brisk night air of mid-Autumn, I asked if he felt recruiters have any special pressures that might encourage heavy drinking. I had often thought that recruiters could easily get caught up in what has been referred to as "salesman syndrome."

"The Army didn't make me an alcoholic; I did it all myself," Tom said quickly.

"I always was a pretty good party man and enjoyed going out to lunch with local businessmen. You know, the 'martini for lunch bunch.' " Tom C. laughed at how he used to develop his centers of influence in the saloons.

"What did you drink?" I asked.

"Beer mostly. Oh, once in awhile I'd have a few shots, but mostly beer.

"I'd never drink on the job, except at those lunches I mentioned, but I couldn't wait until five o'clock came around. At night I'd polish off a six-pack . . . maybe half a case or more."

When we arrived at my quarters I made two cups of instant coffee and began to think about how all that beer must have affected him. I asked about it.

"After drinking maybe half a case the night before, I'd hit the floor in the morning and say to myself, 'Hey, you put away half a case last night!' You know, I thought I was really some kind of guy — a cross between John Wayne and Ru-



dolph Valentino. Most alcoholics frame a picture of themselves as being better than they are. After a couple of drinks I had a mental picture of myself going into a phone booth, shucking off the green and emerging in a wild suit with "SR" (for Super Recruiter) written across the chest. Then if something went wrong . . . and it usually did . . . I'd maybe throw the telephone across the room or tell my wife — after 16 years of marriage — that she was no damned good."

He leaned back in the chair and looked me in the eye. "Are those actions normal or sane?"

Earlier in the evening Tom had stated that he had joined "Alcoholics Anonymous" a few years before but had dropped out.

"What made you quit AA?"

"Well, I knew I had been a compulsive drinker since I was 16. I really didn't think of myself as an alcoholic and all I wanted from AA was a way to control my drinking.

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*AA doesn't control drinking. Everyone in AA knows that with the next drink an individual will be right back where he was before he came into the program. It had been that way for Sergeant Tom C.*

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"One night I really fell off the wagon. I can't remember how much I had to drink, but when I got home I went on a rampage, sticking a shotgun out the window and threatening to blow up the neighborhood. I had never had a run-in with the police before, but this time I had really blown it."

Tom told me that the morning after the shotgun incident his commander got him into his car, telling him simply that they were going to get some professional help. He added that he, Tom, was too good a man to waste.

With that, Tom became a command referral to the nearest Alcohol and Drug Abuse Center (ADCO). The counselors there recognized him to be a chronic alcoholic and

prescribed that he be attached to the ADCO for 8 weeks. Half the day was to be spent in private counseling and group therapy sessions; the rest of the day he was assigned to non-production recruiting duty. It was strongly recommended that he attend local AA meetings. He was also put on ANTABUSE (a pill that produces violent nausea when there is alcohol in the blood system) for four weeks.

I poured a second cup of coffee for both of us. Tom admitted he didn't like the idea of taking a pill to make him stop drinking. He would rather have stopped on his own. "By then I knew I was powerless, though . . . I was truly an alcoholic."

---

*When an alcoholic gets in touch with reality, he has made the first step toward sobriety. It is at this point that most alcoholics think they have their problem licked. It is also a danger period. Many believe they have things under control and reward themselves with a drink. Those that do wind up drunk and back on the skids.*

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We talked about his being a station commander and about recognizing alcoholism in others.

"Well, the bloodshot eye, trembling hands, sloppy appearance and thick speech we associate with skid-row bums doesn't hold true for most alcoholics. Smelling booze on someone, even in the morning or afternoon, is no sure sign, either.

"Most alcoholics don't believe they have a drinking problem and, to make sure, they cover up for their own self-righteous ego. They look sharp, drink vodka, use lots of shaving lotion and pop Life Savers.

"If they've got the shakes, they'll try to avoid office workers until they get themselves under control. They deceive themselves and others. Believe me, alcoholics are slick articles and have good sounding excuses for everything."

Tom knew all about it and was really warming to the subject.

"When a recruiter's perfor-

mance starts slipping, when he's gone for long periods and you learn he's been visiting the local pubs a lot — those are the danger signs.

"When he becomes irritable and starts making excuses for lateness or not doing things he should be doing — that's the time to check on his drinking habits.

"Covering up for him is playing into the alcoholic's hands. Laying it on the line by telling him you believe he has a drinking problem and that it's affecting his work may start the wheels in his head turning.

"The alcoholic may lose his car, his wife, his home; but his job is the last thing he can bear to lose. It's that ego thing inside him. If he thinks his job, his macho, is in jeopardy, then he might listen . . . not to you or me so much, but to himself."

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*Anyone who wants help need only look up AA in the phone book, or newspaper or get in contact with any family welfare agency. No names need be mentioned. Usually two AA members will pay a visit. They will talk about their own situations and answer any questions. Whether a person joins AA or not is strictly up to himself . . . whether he is willing to admit that alcohol is controlling his life.*

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It was getting late and Tom had a long drive ahead of him that night. As I thanked him for speaking at the meeting and for coming over for a talk, I still had one idea nettling me. "Besides the ANTABUSE, AA and all the good counseling, doesn't sobriety come down to will-power?"

"Not at all. At least not in my situation," Tom C. replied. "I really believe alcohol is a disease when it gets to the hows, whys and ways I was using it. I don't need will-power to keep me off the bottle when I know that the next beer is going to chuck me right back down into that black, bottomless pit.

"You see, I have three choices: sobriety, an asylum or death. Which one would any sane man choose?"

# **Recruiters: Let's see**

**just**

**how**

# **good you really are**



There was a time when the draft made Reserve recruiting a relatively easy task. Since the end of the draft however, some Reserve units have been having an increasingly difficult time maintaining their authorized strengths.

In response to these circumstances, the Recruiting Command was asked to examine ways to improve recruiting for the Army Reserve components. A task force, consisting of representatives from FORSCOM, Reserve Component Personnel Administration Center, National Guard Bureau, Office, Chief of Army Reserve and USAREC conducted an extensive study and made numerous recommendations — some of which involved direct USAREC assistance to the National Guard and Reserves.

## **Help Offered**

The first recommendation was that professional development support be given to Guard and Reserve recruiting personnel. The revised USAREC reg 350-4 makes current PD training at DRC and RRC levels available to local Reserve component recruiters.

Second, a "closed loop" referral system was recommended and is be-

ing implemented (as outlined in the revised USAREC reg 601-39, Assistance to ARNG and USAR Recruiting). All that is really involved here is a small modification of the previous tracking system for referrals to insure that appropriate follow-up and recording actions take place.

The third recommendation (also covered in AR 601-39) involves the co-location of USAR recruiters with Active Army recruiters in some metropolitan areas. This will range from providing full use space to regularly scheduled Reserve recruiter coordination visits. As with the training sessions, it is expected that this will result in closer cooperation and coordination between Active Army and Reserve recruiters.

One immediate result of the study is that both the National Guard Bureau and Office, Chief Army Reserve are taking steps to fill all existing DRC Liaison NCO vacancies.

## **Test**

The last recommendation of the study group was that a six month test be conducted to determine the feasibility of USAREC supplementing the Reserve NPS recruiting effort. Here's the way it works: Based

on NPS fill requirements, FORSCOM recommended USAR units and appropriate DRCs for test participation (one from each region). Those selected as test DRCs are Philadelphia, Denver, Miami, Honolulu and Indianapolis.

During the test, Active Army recruiters will recruit against the NPS fill requirements of the USAR units located within the test DRC boundaries. The Reserve recruiting objectives for each test DRC will be in addition to the normal Active Army objective. The QIPS credits for Active Army and Reserve accessions will be identical in the five DRCs. This means that recruiters involved in the test may be able to accumulate extra credits but it's only fair since they are also going to have to work a little harder.

All Reserve NPS applicants will be processed through the AFEES servicing the DRC. A Reserve guidance counselor will be on hand for processing, career counseling and specific MOS option and Reserve unit determination. After getting sworn in, the USAR enlistee then goes home with instructions to report to his designated Reserve unit. Evaluation of this approach is another of the objectives of the test.

## **Then What?**

The main question to be answered by the test is this: to what degree can Active Army recruiters also recruit for the Reserves? The test will also unearth some of the difficulties involved in recruiting for the Reserves. A mid-term evaluation will go to DA at the end of April and the final evaluation is due at DA in August.

Regardless of the exact results of this test, it appears safe to say that everyone involved will derive some benefit from the closer cooperation between Active Army and Reserve recruiters. The importance of a strong Reserve cannot be overemphasized. Therefore the role played by USAREC and, in particular the Active Army recruiter is, by necessity, expanding to meet the challenge.







# ATTN:

# RPI REQUISITION



**U**SAREC could offer a one-stripe promotion to every recruiter. If the only requirement were to make a call to a specific phone number to get the promotion, there would still be that one percent who didn't get the word.

"You could put it out in the *Journal*, on *Tie-line*, on network radio and TV, and all the wire services, but there are still people who won't get the word".

The subject was USAREC's RPI direct distribution system and the IG's enlisted inspectors were talking. "In eight years, this is the first system that works *exactly* as it was intended to," said Master Sergeant Carl Culvahouse. "There's no way a recruiter can fail to see the system work properly. No way, that is, unless he can't read."

"It was feast or famine with the old system," added Master Sergeant Don Losawyer. "You had either no RPIs or you got 'em by the truckload. Now, all a recruiter does is wait until a certain RPI appears on the 'available for requisition' list, send in a DA 17 to Baltimore, and he gets them. Period."

If it's that simple, everyone should be happy. Right? Well, not necessarily.

This summer, a survey of RPI direct distribution account holders was conducted, and 700 responses were received. Of the 700, 91 percent

stated that the new system is an improvement over the old method; the vast majority of the 91 percent said it was "much better."

Of those not absolutely enthralled with the system, three common complaints were: the numbers of RPIs received, the time frames of their receipt, and the non-availability of RPIs.

## Numbers

In determining initial shipment numbers and amounts to be shipped on subsequent requisitions, there was no reliable experience factor available as a guide. The questions of how many to send, and when, were finally determined by a method known as SWAG or educated guess.

More specifically, the initial shipment of an RPI usually constitutes about 25 percent of its press run; this shipment is designed to inform field recruiters of what is available, more than anything else. About a month after the initial shipment of a new or revised RPI is received, the "RPI status sheet" should show that it is available for resupply requisition action.

Two divergent examples of this would be RPI 911 and RPI 963. The metric chart (RPI 911) was sent initially at the rate of one per recruiter while the "I Want You" sticker (RPI 963) went out at the rate of 2000 (100

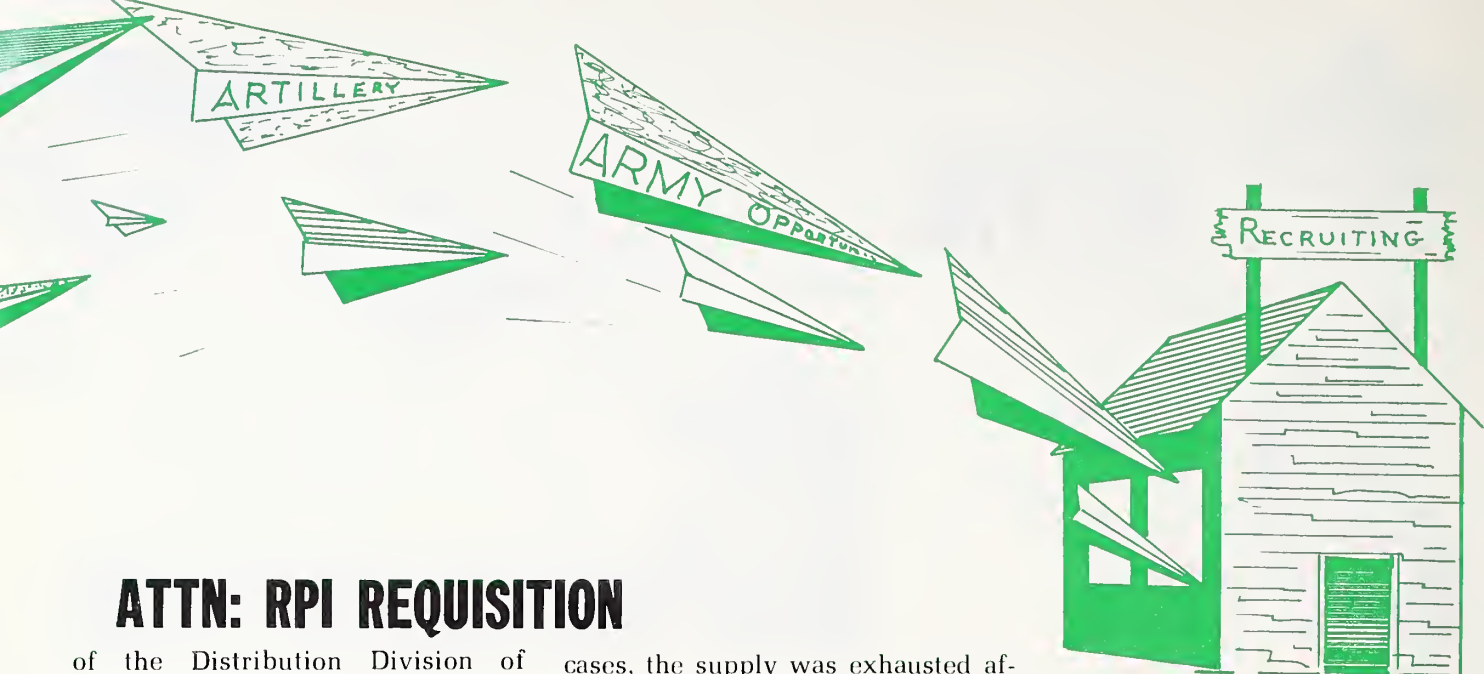
sheets of 20 stickers each) per recruiter.

There have been cases where 100 percent of an RPI's press run was distributed as an initial distribution. The *Journal* has been advised that although this can happen again in the future, it will occur much less frequently. RPIs which might receive such treatment would, in all likelihood, be those which are dated or have limited "shelf life."

The MAQ, or maximum authorized quantity, appearing after the listing of an RPI on the "RPI status sheet" was developed based on what somebody figured would be the maximum needed by a 10 man recruiting station. Whether the listed MAQ was right or wrong, appropriate or not, developing a figure for MAQ was the beginning of RPI management.

"I've known recruiters who automatically ordered 50, 100 or 500 of every RPI known to exist," commented MSG Culvahouse. "It didn't matter whether it was appropriate or not, or even if they needed it. One recruiter ordered 50 of every Camden Insert available even though he had only eight Camden frames in his entire area."

"If the MAQ for a certain RPI is 100, for example, the AG publications center in Baltimore won't ship more than that number to an account holder without some reason being provided," said Captain Jim Wigley



## ATTN: RPI REQUISITION

of the Distribution Division of USAREC's Advertising and Sales Promotion directorate. "If more than the MAQ is requested, a simple note stating why is all that's needed to get the amount requested. It can be in any form, from a command letter to a hand-written 'buck slip' or a notation on the DA Form 17, just to let the people in Baltimore know that there is a reason for the amount requested.

"A certain amount of discretion by recruiters is needed," Captain Wigley said. "The Army Occupational Handbook (AOH) is one of the RPIs that is not to be given to each prospect who walks into the recruiting station. It was designed with educators and school counselors in mind, and there are few, if any, recruiting stations that can properly use 50 or 100 copies.

### Availability

"The 'RPI status sheet' is sent out monthly and it's the only official source on which RPIs are available for resupply," Captain Wigley emphasized. "If an RPI isn't listed on that sheet, it isn't available for resupply to recruiters.

"RPIs which are obsolete, out of stock or were one-time issues should not appear on the status sheet," Wigley continued. "There have been cases where RPIs appeared as available on the status sheet but weren't sent to recruiters on request. In these

cases, the supply was exhausted after the status sheets were printed, or the center's resupply hadn't arrived on time.

### Time

"Through the system, we try to provide each recruiter with exactly what he wants and needs," Wigley said, "but there are times when people want what doesn't exist. Suggestions on new RPIs are always wanted, but we ask that they be sent through channels to the recruiting management people because they are the ones who know where recruiting emphasis is to be placed.

"In general, RPIs in the future will be broader in their application," Wigley said. "Instead of specific options, which can quickly change, we'll be talking about generalities. This way, when an option changes or is dropped, our RPIs will still be valid.

"We have to do it this way because of the time frame in which an RPI is developed," Wigley continued. "From the time a need for an RPI is perceived until the recruiter has it in his hands averages about nine months. Considering the efforts in creative development and design, the purchasing and procurement arrangements, the printing and distribution, it has taken over a year to complete an RPI in some cases.

"When you consider the time, effort and money that goes into getting a new RPI into the hands of re-

cruiters, you can't afford to have ones that become obsolete quickly.

"Quick reaction in Baltimore was of main importance when the system was designed," Captain Wigley continued. "We had to stagger the requisition dates to even out the work flow in a month. 'Evenflow' had to be the name of the game, but not to the extent of being unable to react to unforeseen emergency requirements.

"There are times when the unexpected develops too quickly for the system to react in time," Wigley added. "To handle such cases, our reg (USAREC Reg 360-2, paragraph 8b) provides that a call to our office, followed by a DA Form 17 referencing the call, will suffice to get the needed RPIs on the way.

"Chuck Heaton (SFC Charles Heaton, USAREC's representative at the publications center in Baltimore) and his people guarantee that such an order will be filled and in the mail within 48 hours. They're the ones who make the system as flexible as it is.

"Making the system work requires that the recruiter pay a little attention to what he's doing and what he needs," MSG Losawyer said. "The old idea of, 'If it doesn't pertain to production, let it wait,' can't apply to RPI distribution because RPIs are often what brings prospects into the station."



# The new year: **new tests, new responsibilities for AFEES, for USAREC and for ASVAB**

The "square peg in the round hold" syndrome has, in the last 25 years, been going the way of the "dodo" and dinosaur as more and more schools and corporations began using aptitude tests on students and new employees.

Contributing to the rapid departure has been Department of Defense's *Armed Forces Vocational Aptitude Battery* test, in use for the past ten years. In this school year, two million students are expected to be tested.

With more and more students taking the ASVAB each year, the mechanics of testing have, of necessity, become more streamlined and efficient. The latest innovation, as directed by DoD, begins on January 1 as *all* testing becomes the province of AFEES.

As ASVAB tests 5, 6 and 7 were being developed, procedures for their administration by AFEES testing personnel were put together. ASVAB 5 is to be used in high schools, and ASVAB 6 and 7 for enlistment qualification. Each is to be produced in several "scrambled" versions. From any one test, such things as AFWST, AFQT percentile score, mental group and aptitude scores can be generated.

Given the responsibility for testing two million more people a year, the first point to be considered by AFEES was, who is going to do this. By now, the 66 AFEES should have on board nearly 400 more people from all services to handle the job. These people are assigned to AFEES to provide testing sections of from eight to 22 persons, each headed by a first lieutenant or lieutenant j.g.

The use of ASVAB series tests for all testing purposes, and assigning AFEES responsibility for testing, has resulted in a number of changes in Armed Forces recruiting structure:

- Additional vehicles have been, or will be, assigned to the AFEES from service resources, to support the increased mission.
- Testing for Army reserve components may eventually also be done via ASVAB tests by AFEES.
- AFVTG will continue to provide test results to each service and to the schools via the recruiting services. AFEES will receive their copies via microfiche

and Army recruiters will receive the information in the form of pre-printed 200 cards.

- The recruiting services are expected to take care of post and pre-test operations such as publicity, promotion and counseling. Of those NCO test administrators assigned to the DRCs, 58 are assigned to AFEES and the remainder are used in pre-test and post-test functions.

## **Bugs?**

Will there be bugs in the system? Probably. Very seldom is a new program implemented without some bugs cropping up. But the impact of aptitude testing in general, and of ASVAB testing in particular, makes worthwhile almost any problem that may develop.

During the 1974-75 school year, for example, 1.3 million students were administered an ASVAB test. The figures have gone up every year that ASVAB has been in existence. About 25 percent of all high school seniors were tested, and about six percent of all accessions' test scores came directly from ASVAB testing.

High school students taking the ASVAB test after January 1, if they do enlist in the Army, will have only one additional test to take. That is the Army Classification Inventory, necessary for remaining aptitude scores to be computed.



# Women at West Point?



1976 is going to be a very interesting year at the service academies. Women are now entitled to join the ranks of the historically all male institutions.

HQ USAREC is interested in seeing that the Military Academy at West Point enrolls a sufficient number of qualified women to make a valid test of the scholastic program and military training. So once again we are asking the help of the Army recruiters to meet this goal.

Their mission — and we're sure they'll decide to accept it — is to assist the approximately 450 U. S. Mil-

itary Academy representatives, known as ZIP Area Coordinators (ZAC), throughout the country in encouraging and influencing qualified women to compete for admission. After all, who is in a better position to meet highly qualified female high school graduates than an Army recruiter?

By now recruiters should have received the *Admission Bulletin* (July 1976) for West Point and the U.S. Military Academy Preparatory School, information on pre-application and admission assistance, academic and physical requirements,

information on visits to the Academy by interested prospects and a USMA mailback card for a prospect to obtain a pre-application packet.

Recruiters should soon be receiving a call from their ZIP area coordinators. These people will be available to answer questions and to serve as a source of information. If no call is received, recruiters should contact the West Point Candidate Advisory Officer (WPCAO) at the DRC. These officers are being assigned at the DRC and regional levels and are responsible to the U.S. Military Academy Admissions Representative at HQ USAREC. These officers in turn will be sure that publicity and admission materials are available to the recruiter.

Because of the late passage of the bill, the deadline for women to apply for admission has been extended beyond the normal December closing date. Women will be allowed to apply through the spring.

Applicants must be U.S. citizens, at least 17 but not yet 22 years of age on July 1 of the year they enter the Academy. They must not be married and may not marry until after graduation and must meet academic, physical and medical standards. Women will compete with men from all admissions categories for appointment to the Academy.

Women at West Point will be permitted to receive Airborne training, but will not be allowed Ranger training as that involves combat. Women will be assigned to non-combat branches and will go from their commissioning to their branch officer's basic course.

Preparations have been underway at West Point for the entry of women for almost a year. There are still a lot of details that the Academy is working on. Recruiters can expect more precise information when it is available.







# Update

## Journal Distribution

Beginning with this issue, distribution of the *Journal* to most people in USAREC is different. From this point on, distribution is through the DRC.

There are two reasons for this. First, there is a considerable savings in mailing costs, and second, the staff was having a hard time keeping up with relocated recruiters and recruiting stations.

The majority of the DRCs answering a survey six months ago favored this method of distribution. The distribution ratio is one for each recruiter and guidance counselor, two for each assigned to area commands, one for each three DRC and RRC employees, and one for every five AFEES employees. If this is not enough for meeting specific needs, please let your DRC or region A&I shop know.

## Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14")

- RPI 302, Folder, Your career decision.
- RPI 303, Folder, How to tell your friends you're reenlisting.
- RPI 304, Poster, I'm taking it one hitch at a time.
- RPI 305, Poster, The Army's been good to this Army wife.
- RPI 306, Poster, When you're doing something of value, you value yourself more.
- RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.
- RPI 308, Folder, Why are you staying in?
- RPI 311, Poster, I want a job with excitement and intrigue.
- RPI 312, Folder, I want a job with excitement and intrigue.
- RPI 313, Poster, I like going to school and getting paid for it.
- RPI 317, Poster, Now I'll be working near home.
- RPI 319, Poster, I'd like to live in Europe. Not just visit.
- RPI 325, Poster, \$8,000 is \$8,000.
- RPI 331, Poster, Music is where I want to be.
- RPI 332, Folder, Music is where I want to be.
- RPI 334, Poster, How to tell your friends you're reenlisting.

- RPI 349, Decal, We serve proudly.
- RPI 350, Circular Screwdriver.
- RPI 356, Label, Career Counseling, 3-1/2"
- RPI 357, Label, Career Counseling, 9"
- RPI 366, Booklet, Take a look at all the things you've been taking for granted.
- RPI 381, 24 Month Reenlistment Activities Reminder Schedule. (Limited quantity)
- RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

## Re-Up Spots

By now reenlistment offices should have received six of the 30 and 60 second radio spots produced by USAREC. Each is recorded over a background of soul and/or disco-rock music, and carries the "Today's Army gets better every time a good man reenlists" theme. The women are not left out: one spot is directed at women in the Army and another toward the Army wife. Instructions on placement of these spots were included in the mailing.

## New RPIs

"If there's a question, you'll have the answer" is the title of RPI 300, scheduled for distribution in late February or early March next year. This is a ready reference to common questions concerning reenlistment qualifications, options and Army benefits.

RPI 925, now in distribution, is a post card request for admission and application forms from a college or university in Project AHEAD. The form is completed by the enlistee and is mailed directly to the school.

RPI 926, "Window/Interior Display Handbook," is a how-to book for recruiters to liven up their stations. This should be available now.

## Advertising Feedback

Feedback on advertising plans and programs is what the Columbus DRC is getting from their recruiting force now that they have formed an ad council.

The council, composed of A&I personnel, recruiter representatives, an area commander, the DRC XO and a representative from the operations staff, is concerned with advertising plans for upcoming events, available ads, films and giveaway items, and ways to get more exposure for recruiters. The DRC feels that the suggestions and comments received improves the advertising program and insures that everyone receives what is needed when it is needed.



# Update

## New Reg

The plot of your average regulation leaves a lot to be desired, but one to come soon from USAREC is well worth reading.

In 12 chapters, this tome traces the REACT system all the way from the recruiter through the DRC to the fulfillment house. It answers questions on several key points in the system including: "disposition uncertain," how to fill out prospect management cards and follow-up cards.

The Policy branch of the Recruiting Management directorate is responsible for this latest best-seller.

## E9 List

A total of 32 master sergeants in USAREC were selected by the latest E9 board for promotion to sergeant major.

Looking at the primary zone of consideration, there were 52 OOE's and 14 people in other MOS considered; 22 OOE's were selected and 4 from other MOS were on the list. These percentages of selection were 42 and 29, respectively.

From the secondary zone, two of 46 recruiters were selected and two of 12 non-recruiters were selected. These percentage rates are 4 and 17, respectively.

When comparing USAREC's rates of selection with the overall Army selection rate percentage, some interesting figures develop. In the primary zone, USAREC master sergeants were picked at a 39.0 percent rate and Army wide the rate was 33.6 percent. From the secondary zone, USAREC hit 7 percent versus 6 for the Army-wide rate.

On a related point, six master sergeants in USAREC were on the list of those selected for attendance at the Sergeant Major Academy for FY 1977.

## Tickets

Keeping track of dollars is a specialized task, and some recruiters are making it more difficult than need be when it comes to meal/lodging tickets.

The questions "Who Pays" and "How Much" are difficult to resolve when the USAREC Form 248-series (Meal/Lodging Ticket) is incomplete when issued. These tickets are redeemable at specified facilities only because a contract with the Army has been negotiated, but when the blocks indicating date or meals authorized are not complete, accounting problems can

arise. If all blanks were filled in properly and completely, this difficulty could be wiped out.

There is help on the way, in the form of an idea developed by Southeastern Region and now being tested in Western Region. By combining authorization for meals and lodging with the daily projection list in a multi-part form, the end of individual meal and lodging tickets may be near.

## Re-Up Rates

According to a message from HQ DA, the reenlistment rates of major commands for the first quarter of FY 75 are as follows:

	Reenlistments	Objective	Percent
USMACTHAI	28	8	350.0
USAREC	362	145	249.7
AMC	218	111	196.4
USARJ	88	47	187.2
TRADOC	1,831	1,002	182.7
Other			
Commands	219	130	168.5
CIDC	20	12	166.7
MDW	76	48	158.3
USACC	453	301	150.5
HSC	452	302	150.0
USFK	680	468	145.3
MTMC	10	7	142.9
USAES	51	39	130.8
FORSCOM	4,944	4,193	117.9
ASA	287	246	116.7
USAREUR	2,750	2,847	96.6
Total Army	12,485	9,918	125.9

## OCS

In case you've been wondering about the success of the Officer Candidate School campaign, announced in the October *Journal*, here are the figures for the first class

	Enlistments	Objective	Percent
NERRC	10	10	100
SERRC	26	10	260
MWRRRC	17	10	170
SWRRRC	8	10	80
WRRRC	8	10	80
Total	69	50	138

The command had permission to overship for the first class due to shortfalls of in-service applications.

For anyone interested in future OCS classes, recruiters are advised to discourage applications requiring age waivers because DCSPER will not approve such waivers at this time.







Recruiting in Samoa

## Paradise Found

Story and Photos by GERRY SILVA

Honolulu DRC

Over 4,000 miles from the continental shelf of the Western United States and 750 miles below the equator, where Robert Louis Stevenson spent his last years, Sergeant First Class John Dougherty has been conducting perhaps the most unusual recruiting operation in USAREC.

This is American Samoa, and in the past three years hundreds of young Samoans have entered the Army because of John's efforts.

The setting is Polynesian, everything you'd expect it to be, rolling breakers, a spectacular harbor rimmed with palm trees, and a backdrop of greenclad cliffs that seem to support the pearl-grey clouds that linger over the town of Fagatogo.

Scattered about the two islands, Tutuila and Manu'a, that make up this westernmost outpost of the United States, are thousands of

Americans whose cultural heritage makes them a very special type of prospect.

Three years ago, SFC John Dougherty, a Honolulu DRC recruiter who grew up in New York, walked off an airplane and stepped into one of the most challenging assignments in USAREC.

Since then, two very significant things happened. First, John immersed himself in the Samoan culture as no other Army representative ever has, and second, he has been responsible for over 500 Army accessions from Samoa.

To understand how John Dougherty became involved in such a venture, we have to look back at an early 1972 visit to American Samoa by the Army Chief of Staff, General William C. Westmoreland. Local veterans asked the chief of staff if the

Army could relieve Samoa's acute unemployment problem. A short time later John arrived as part of the Army's answer.

From the outset, the possibilities for success seemed anywhere from dim to totally black. The islands and their large, deepwater harbor had been a key to US naval strength since the turn of the century. The economy relied heavily on Navy money, and young Samoans who joined military service joined the Navy.

But when you've come 2,276 miles from your desk because somebody thought you could do the job, you're obligated to give it a try — at least John Dougherty thought so.

The Irishman with the unruly red hair and the New York accent rolled up his sleeves and went to work. He took to the roads, to the



# Paradise Found



schools, to the community centers, to the beaches — anywhere he could find people who would listen to him. It didn't matter if they were young or old, wealthy or unemployed, people with power or just plain folks; John Dougherty talked to them. And if English didn't do the job, fractured Samoan or sign language did.

He got into their homes, he got into their hearts, he became a part of their lives. And in one week, SFC John Dougherty shipped 16 people out of Samoa and into the United States Army.

It was only the beginning. His hair got thinner, but his Samoan got better.

The *palagi* (white man) from the Army worked his way into appointments with everyone — mayors, judges, teachers, editors, radio and TV directors. After duty hours the uniform came off and the *lava lava* (a wraparound that is similar to a Scotsman's kilt) went on.

His hairy, sunburned legs carried him down the streets of a score of villages, into the *fales* (houses)

and to every *fia fia* (celebration) he could get to.

In the process he acquired a Samoan family: Mama, her wizened husband Sam, and several brothers and sisters. Naturally, he put a few into the Army. One Samoan brother went to Fort Lee and a sister went off to Fort Benjamin Harrison.

The family gave him advice and drew him into the Samoan culture. John's Irish good-nature made the transition easy. Everyone accepted him, including the family pet, a pig who could charm John out of an apple at the drop of an oink.

Complications arose, however. Although everyone congratulated him on his success, it was impossible to assign John to Samoa permanently, so he became a cross-cultural commuter. He'd spend two to three weeks in Samoa, then fly back to Hawaii to recruit in metropolitan Honolulu. He got jet lag the way normal people get colds.

"I didn't like it. It wasn't the travelling, it was the fact that I couldn't do the kind of job I wanted



to. It was a hit and run deal, time after time after time. I wanted to work with these kids — really work with them. I wanted to work with the counselors, get more involved in the community, but I never really managed to get it all in."

As John developed more and more contacts, he took to the roads by car — a rented orange Datsun.

It became common knowledge that when the orange Datsun was parked at the Americana Hotel, John Dougherty was in town and you could join the Army. The routine was the same each time. John rented rooms 325 and 327, moved the beds out, moved table and chairs in, and started testing at 8:30 on a Monday morning. But by 6:30 there would be anywhere from 40 to 70 young Samoans lined up and waiting to start.

He ran ads in the local paper, the *Samoa News*. He and the editor, Jake King, put together advertising that would have sent Madison Ave-



At far left, SFC Dougherty and Judge Herbert Scanlan are shown with the Fono (samoan legislature) building in the background.

At left, SFC Dougherty is a frequent visitor to the local (and only) radio station in American Samoa.



SFC Dougherty and his rented Datsun attracted attention wherever they went (right). Below, Iunisolua T. Savusa, son of the chief of the village of Nu'u'uli, is the 500th Samoan to be recruited by SFC Dougherty. He and his mother are shown with Samoa's departed Army recruiter.



Publisher Jake King, right, contributed to SFC Dougherty's success.

nue into convulsions. But more often than not, an applicant came in with one of the King-Dougherty gems folded up in his pocket.

In the beginning there were lean days for Dougherty, but Jake, who had gone through the same type of cultural acclimatization as John, understood. And when the advertising money ran out, the ads and the applicants kept coming.

The applicants came by the hundreds. They came on foot. They came by boat. They piled into the colorful Aiga buses headed for the Americana's rooms 325 and 327.

As the load increased, John looked around for help, and he didn't have to look far.

The Fanene brothers, Joe and Pete from the village of Nu'u'uli, pitched in. Pete, an ex-Army NCO, and Joe, a former SeaBee, persuaded an ex-Marine named Roy and even a salty old village elder with 30 years of Navy time to help Sergeant John.

Another retired Army NCO, Konelio Pele, also became a mainstay of John's *ad hoc* recruiting team.

The community contacts began to work too. Two of John's closest friends, Herbert and Sia Scanlan, gave their support to the program.

Herbert is a member of the High Court of American Samoa, and his wife Sia is the Mayor of Fagatogo. And why not support the Army? After all John had recruited two of their sons.

Another son, Herbert Jr., declined John's offer to enlist, but he talked the owners of the local radio station that he managed into backing John's efforts.

The help and the applicants came in from all quarters, and the orange Datsun drew people wherever it went.


It wasn't uncommon for John to come back to find a half dozen young Samoans clustered around his car. "When can I take the test?" or "I

passed the last time you were here. When can I go into the Army?"

The questions and the applicants followed him from the time he arrived on each trip at 5 a.m. until he left days later at 1 a.m.

In nearly three years John Dougherty recruited over 500 Samoans into the Army. The 500th, Iunisolua T. Savusa, was sworn in on June 16, 1975.

But the June trip was John's last as the roving recruiter assigned to American Samoa. He'd earned a couple of ribbons, a gold recruiting badge and another stripe. However, the stripe was tied to a new assignment in Pasadena, Calif., home of the Parade of Roses.

But when you've marched down the streets of Fagatogo, American Samoa, on Samoan Flag Day, in your dress blues, in 90-degree heat, in the pouring rain, anything else — including the Parade of Roses or the Mardi Gras — is anticlimatic. 



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